



**Western Area Power Administration
Management Succession Program
Application Form**

Announcement No.: MSP-xx-xx

**Opens: xx-xx-xx
Closes: xx-xx-xx**

From: _____ (Employee Name)
Thru: _____ (First Level Supervisor)
To: _____ (HR Office)

The Western Area Power Administration (Western) Management Succession Planning Program is designed to provide maximum effectiveness and productivity in support of mission accomplishment within Western through the development of well qualified and competent employees ready to successfully compete for key managerial and executive level positions.

Employees volunteering to participate in the Program should be committed to the philosophy of excellence in management and leadership to Western and its mission, vision, and strategic goals and objectives.

Participation in the program does not guarantee promotion.

◆◆◆◆

() I volunteer to participate in the Management Succession Program.

Target Position(s):

Employee Name: _____ Mail Code: _____
(Print or Typed)

Signature: _____ Date: _____

Submit application through supervisor to your servicing human resources office. Application must be received on or before the closing date.



- SAMPLE -
Western Area Power Administration
Management Succession Program

Individual Progression Plan

The Individual Progression Plan (IPP) is meant to serve as the “blueprint” for each participant in the Management Succession Program. The IPP should identify the most appropriate developmental activities and training needed to further develop the participant’s managerial and leadership skills and abilities.

Name/telephone number: Pat Johnson	Position Title/Grade: Supervisory Budget Analyst GS-560-13	
Organization: CSO - Office of Chief Financial Officer Budget & Analysis Office, Golden, CO	Occupational Field: Financial Management	
Target Position(s): Chief Financial Officer	IPP Dates	
	From: January 2000	To: December 2002

The Individual Progression Plan contained herein is approved. Approval signifies agreement to implementation. Any modifications to this individual progression plan must be approved by the undersigned (or successors). In order to complete the program, participants must successfully complete the developmental activities/training described in the IPP.

Employee (signature)	Date
Supervisor (signature)	Date
Senior Manager	Date
Human Resource Coordinator	Date

- Sample - Management Succession Program IPP

Name: Pat Johnson

DEVELOPMENTAL OBJECTIVE

What specific skill, knowledge, or attribute do I want to develop? To what level? By what date? } To obtain managerial and operational experience that provides broad exposure to policy formulation and decision making strategies in a Western Regional Office as it applies to the utility industry

Developmental activity (Identify applicable leadership competency under each developmental activity)	Objectives	Dates/Location	On-Job Time	Cost
<p>(1) Interview Western Regional Managers to gather knowledge on the impact and challenges the changing utility industry has or will have on Western (CSO and Regional Offices).</p> <p>Applicable Leadership Competencies:</p> <ul style="list-style-type: none"> ▪ Leading Change ▪ Leading People ▪ Results Driven ▪ Building Coalitions/Communication ▪ Power Marketing and Power Operation ▪ Utility Industry 	To increase knowledge on key utility and political issues	April thru August 2000 (Interviews will be at CSO when senior managers are at CSO or via telephone.)	Total: 4 days	None
<p>(2) Developmental assignment in power marketing at a Regional Office</p> <p>Applicable Leadership Competencies:</p> <ul style="list-style-type: none"> ▪ Results Driven ▪ Building Coalitions/Communication ▪ Power Marketing and Power Operation ▪ Utility Industry 	To broaden power marketing knowledge and to gain insight and first-hand experience on electric utility issues and their impact on Western	June 2000	30 days	\$2,305 (indirect travel and lodging costs)

(use additional sheets, as required.)



Management Succession Program

360-Degree Feedback Assessment Form

Participant's Name:	Current Position/Title:
Organization:	Date of Assessment:

Assessment Provider:

☐ **Self-Assessment** ☐ **Immediate Supervisor** ☐ **Manager**
☐ **Senior Manager** ☐ **Peer** ☐ **Subordinate** ☐ **Other** _____

The Management Succession Program (MSP) was created to ensure organizational continuity and to provide maximum effectiveness and productivity in support of Western's mission through the development of well qualified and competent employees ready to successfully compete for key managerial and executive level positions. "Leadership Competencies" serve as a basic foundation of the MSP. The MSP includes ten competencies: five Office of Personnel Management executive core competencies and five Western-specific competencies.

Please assign a rating to each competency (as defined below). Rating should be based on your actual working experiences with the participant to better assess his/her knowledge, skill, and ability for each competency, and to the extent to which he/she has demonstrated experience in each of the competencies.

Rating Scale:

- 4 – Extensive** demonstrated experience in the competency. Very little, if any, additional development required.
- 3 – Considerable** demonstrated experience in the competency. Some (less than 1 year) developmental experience would be required.
- 2 – Demonstrated** experience in the competency. One to three years of developmental experience would be required.
- 1 – Little** to no demonstrated experience in the competency. More than 3 years of developmental experience would be required.

Returning the Form:

Return form to MSP participant by _____

Comments: Thank you for taking the time to complete this assessment form. Your candid and constructive feedback is appreciated and is essential to the employee's continued development and growth. Your feedback will help the employee focus on what competencies need to be developed and further enhanced to be an effective and successful manager and leader.

Rating Scale:

- 4 – Extensive** demonstrated experience in competency (very little, if any, additional development required).
- 3 – Considerable** demonstrated experience in the competency (some developmental experience required; less than 1 year).
- 2 – Demonstrated** experience in the competency (1-3 years of developmental experience would be required).
- 1 – Little** to no demonstrated experience in the competency (3+ years of developmental experience required).

Rating	Element:
	Leading Change – The ability to develop and implement an organizational vision which integrates key national and program goals, priorities, values, and other factors. Inherent to it is the ability to balance change and continuity – to continually strive to improve customer service and program performance within the basic Government framework, to create a work environment that encourages creative thinking, and to maintain focus, intensity and persistence, even under adversity.
	Leading People – The ability to design and implement strategies which maximize employee potential and foster high ethical standards in meeting the organization's vision, mission, and goals.
	Results Driven – The ability to stress accountability and continuous improvement, to make timely and effective decisions, and to produce results through strategic planning and the implementation and evaluation of programs and policies.
	Business Acumen – The ability to acquire and administer human, financial, material and information resources in a manner which instills public trust and accomplishes the organization's mission, and to use new technology to enhance decision making.
	Building Coalitions/Communication – The ability to explain, advocate, and express facts and ideas in a convincing manner, and negotiate with individuals and groups internally and externally. It also involves the ability to develop an expansive professional network with other organizations, and to identify the internal and external politics that impact the work of the organization.
	Financial/Management Systems – General knowledge of the Business Information Decision Support System (BIDSS) and the Maintenance Management System (MAXIMO); ability to understand and be conversant with financial reports/audits; and knowledge of the Federal appropriations and budget process. General knowledge of the DOE Corporate Human Resources Information System (CHRIS).
	Power Marketing and Power Operation – General knowledge of Western's power marketing program, including methodologies Western employs to establish and implement power and transmission rates and impact on Western programs, the public and approval processes for adoption of Western rates, and current marketing and rate issues. Familiarity with power operations, including system and area dispatching, scheduling, load forecasting, procurement of energy to meet loads, and transmission system planning.
	Utility Industry – General knowledge of current issues (deregulation, privatization, etc.) and practices in the utility industry and Western's position regarding such issues, including customer issues at the local, Regional, and Western-wide levels.

Rating Scale:

4 – Extensive demonstrated experience in competency (very little, if any, additional development required).

3 – Considerable demonstrated experience in the competency (some developmental experience required; less than 1 year).

2 – Demonstrated experience in the competency (1-3 years of developmental experience would be required).

1 – Little to no demonstrated experience in the competency (3+ years of developmental experience required).

Rating	Element: <i>(Continued)</i>
	Maintenance – General knowledge of Western’s maintenance practices and philosophies, including the integration of environmental issues.
	Safety – Understands and advocates Western’s safety practices, programs, and issues.
	Target Position Competencies <i>(as indentified by MSP participant):</i>
Comments (e.g., recommended developmental activities):	
Signature (Optional):	

OPM Executive Core Qualification Standards

Leading Change

The ability to develop and implement an organizational vision which integrates key national and program goals, priorities, values, and other factors. Inherent to it is the ability to balance change and continuity – to continually strive to improve customer service and program performance within the basic Government framework, to create a work environment that encourages creative thinking, and to maintain focus, intensity and persistence, even under adversity.

Key Elements:

Continual Learning – Grasps the essence of new information; masters new technical and business knowledge; recognizes own strengths and weaknesses; pursues self-development; seeks feedback from others and opportunities to master new knowledge.

Creativity and Innovation – Develops new insights into situations and applies innovative solutions to make organizational improvements; creates a work environment that encourages creative thinking and innovation; designs and implements new or cutting-edge programs/processes.

External Awareness – Identifies and keeps up-to-date on key national and international policies and economic, political, and social trends that affect the organization. Understands near-term and long-range plans and determines how best to be positioned to achieve a competitive business advantage in a global economy.

Flexibility – Is open to change and new information; adapts behavior and work methods in response to new information, changing conditions, or unexpected obstacles. Adjusts rapidly to new situations warranting attention and resolution.

Resilience – Deals effectively with pressure; maintains focus and intensity and remains optimistic and persistent, even under adversity. Recovers quickly from setbacks. Effectively balances personal life and work.

Service Motivation – Creates and sustains an organizational culture, which encourages others to provide the quality of service essential to high performance. Enables others to acquire the tools and support they need to perform well. Shows a commitment to public service. Influences others toward a spirit of service and meaningful contributions to mission accomplishment.

Strategic Thinking – Formulates effective strategies consistent with the business and competitive strategy of the organization in a global economy. Examines policy issues and strategic planning with a long-term perspective. Determines objectives and sets priorities; anticipates potential threats or opportunities.

Vision – Takes a long-term view and acts as a catalyst for organizational change; builds a shared vision with others. Influences others to translate vision into action.

Suggested Developmental Experiences:

- Involvement in development and implementation of strategic/operational plans
- Project team leader (e.g., BIDSS, MAXIMO)
- Task Force/Team Leader (e.g., process improvement)

Other:

Course Learning:

- Executive Development Seminar, OPM Management Development Center
- Management Assessment Program, OPM Management Development Center
- Creating the Learning Organization, Graduate School, USDA
- Conflict Management Practicum, (prerequisite courses required), Graduate School, USDA
- Facilitator Training, Government and commercial vendors

Recommended Reading:

- ***Making Managers into Leaders*** (self-paced audio learning system with book and workbook) Daryl Conner
- ***Leading at the Edge of Chaos***, John Wiley & Sons, 1998
- ***Change: Coping with Tomorrow Today: How to Handle the Challenges of Changes***, National Press Publications, 1992

Leading People

The ability to design and implement strategies which maximize employee potential and foster high ethical standards in meeting the organization's vision, mission, and goals.

Key Elements:

Conflict Management – Identifies and takes steps to prevent potential situations that could result in unpleasant confrontations. Manages and resolves conflicts and disagreements in a positive and constructive manner to minimize negative impact.

Cultural Awareness – Identifies and manages cultural change within the organization to impact organizational effectiveness. Values cultural diversity and other individual differences in the workforce. Ensures that the organization builds on these differences and that employees are treated in a fair and equitable manner.

Integrity/Honesty/Loyalty – Instills mutual trust and confidence; creates a culture that fosters high standards of ethics; behaves in a fair and ethical manner toward others, and demonstrates a sense of corporate responsibility and commitment to public service.

Team-Building – Inspires, motivates, and guides others toward goal accomplishments. Consistently develops and sustains cooperative working relationships. Encourages and facilitates cooperation within the organization and with customer groups; fosters commitment, team spirit, pride, and trust. Develops leadership in others through coaching, mentoring, rewarding, and guiding employees.

Coaching and Feedback – Shares knowledge and skills with others, motivates individuals to perform at their optimum, encourages employee development of new concepts and ideas, and improves the performance of others by applying effective coaching/counseling techniques.

Suggested Developmental Experiences:

- Acting assignment to supervisory/management positions
- EEO/Diversity Council member
- Serve as a mentor/career advisor to subordinate employees

Other:

Course Learning:

- Managing Project Teams, OPM Management Development Center
- Developing High-Performance Teams, OPM Management Development Center
- Coaching to Increase Productivity, Graduate School, USDA
- Advanced Management Seminar, Graduate School, USDA
- Facilitator Training, Government and commercial vendors

Recommended Reading:

- ***The Manager's Role as Coach: Powerful Team-Building & Coaching Skills for Managers***, National Press Publications, 1994
- ***Leader's Guide for Conflict: Managing Under Pressure***, American Management Association, 1986
- ***Team-Building: Learn the Secrets of Developing a High-Performance Team***, CareerTrack Publications, 1991

Results Driven

The ability to stress accountability and continuous improvement, to make timely and effective decisions, and to produce results through strategic planning and the implementation and evaluation of programs and policies.

Key Elements:

- Accountability – Assures that effective controls are developed and maintained to ensure the integrity of the organization. Holds self and others accountable for rules and responsibilities. Can be relied upon to ensure that projects within areas of specific responsibility are completed in a timely manner and within budget. Monitors and evaluates plans; focuses on results and measuring attainment of outcomes.
- Customer Service – Balancing interests of a variety of clients readily readjusts priorities to respond to pressing and changing client demands. Anticipates and meets the need of clients; achieves quality end-products; is committed to continuous improvement of services.
- Decisiveness – Exercises good judgement by making sound well-informed decisions; perceives the impact and implications of decisions; makes effective and timely decisions, even when data is limited or solutions produce unpleasant consequences; is proactive and achievement oriented.
- Entrepreneurship (Risktaking) – Identifies opportunities to develop and market new products and services within or outside of the organization. Is willing to take risks; initiates actions that involve a deliberate risk to achieve a recognized benefit or advantage.
- Problem Solving – Identifies and analyzes problems; distinguishes between relevant and irrelevant information to make logical decisions; provides solutions to individual and organizational problems.
- Technical Credibility – Understands and appropriately applies procedures, requirements, regulations, and policies related to specialized expertise. Is able to make sound hiring and capital resource decisions and to address training and development needs. Understands linkages between administrative competencies and mission needs.
- Self-Direction – Demonstrates belief in own abilities and ideas. Is self-motivated and results-oriented. Recognizes own strengths and weaknesses and seeks feedback from others. Identifies opportunities for development and career growth. Manages time efficiently. Takes responsibility for mistakes and learns from mistakes.

Suggested Developmental Experiences:

- Detail to a process improvement team
- Serve as a Project Manager (Western; Community Project)
- Chair a taskforce or committee

Other:

Course Learning:

- Developing Customer-Focused Organizations, OPM Management Development Center
- Environmental Policy Issues, OPM Management Development Center
- Management Development Part 1 and Part II, Graduate School, USDA
- Managing the Customer Satisfaction Process, Graduate School, USDA
- Facilitator Training, Government and commercial vendors

Recommended Reading:

- ***Breakthrough Thinking: The Seven Principles of Creative Problem Solving***, G. Nadler, & D. Hibino, Prima, 1994
- ***Peak Performers: The New Heroes of American Business***, Avon, 1986
- ***Customer Driven Company, The Moving from Talk to Action***, Addison Wesley, 1991

Business Acumen

The ability to acquire and administer human, financial, material and information resources in a manner which instills public trust and accomplishes the organization's mission, and to use new technology to enhance decision making.

Key Elements:

Financial Management – Demonstrates broad understanding of principles of financial management and marketing expertise necessary to ensure appropriate funding levels. Prepares, justifies, and/or administers the budget for the program area; uses cost-benefit thinking to set priorities; monitors expenditures in support of programs and policies. Identifies cost-effective approaches. Manages procurement and contracting.

Human Resource Management – Assesses current and future staffing needs based on organizational goals and budget realities. Using merit principles, ensures staff are appropriately selected, developed, utilized, appraised, and rewarded; takes corrective action.

Technology Management – Uses efficient and cost-effective approaches to integrate technology into the workplace and improve program effectiveness. Develops strategies using new technology to enhance decision making. Understands the impact of technological changes on the organization.

Program/Project Management – Uses technical and management skills to plan, manage and carry out a project. Effectively develops and communicates tactical plans and priorities to meet scope, cost and schedule objectives. Leads the project team through establishing mutually agreed upon expectations and through detailed planning and organization of work. Creates effective business alliances and networks, makes effective decisions, and is flexible to changing requirements or needs of the customer.

Suggested Developmental Experiences:

- Detail to support a senior manager
- Detail to Budget, Finance, Human Resources, IS, etc.
- Contracting Officer Representative (COR) experience

Other:

Course Learning:

- Project Management Training (FPMI, Management Concepts, American Management Association)
- Enterprise Government Management, OPM Management Development Center
- Federal Human Resource Management, OPM Management Development, Center
- Improving Organizational Performance: Beyond GPRA, Graduate School, USDA

Recommended Reading:

- *Project Management: Planning and Organization*, CareerTrack Publications, 1990
- *Microsoft Project 98 (CD)*, LEARN PC

Building Coalitions/Communication

The ability to explain, advocate, and express facts and ideas in a convincing manner, and negotiate with individuals and groups internally and externally. It also involves the ability to develop an expansive professional network with other organizations, and to identify the internal and external politics that impact the work of the organization.

Key Elements:

Influencing/Negotiating – Persuades others; builds consensus through give and take; gains cooperation from others to obtain information and accomplish goals; facilitates “win-win” situations.

Interpersonal Skills – Considers and responds appropriately to the needs, feelings, and capabilities of different people in different situations; is tactful, compassionate and sensitive, and treats others with respect.

Oral Communication – Makes clear and convincing oral presentations to individuals or groups; listens effectively and clarifies information as needed; facilitates an open exchange of ideas and fosters an atmosphere of open communication.

Partnering – Develops networks and builds alliances, engages in cross-functional activities; collaborates across boundaries, and finds common ground with a widening range of stakeholders. Utilizes contacts to build and strengthen internal support bases.

Political Savvy – Identifies the internal and external politics that impact the work of the organization. Approaches each problem situation with a clear perception of organizational and political reality; recognizes the impact of alternative courses of action.

Written Communication – Expresses facts and ideas in writing in a clear, convincing and organized manner.

Accessibility/Openness – Is approachable; easy to speak or deal with. Shares information openly, honestly, and in a timely manner. Gains the trust and support of others. Considers and responds appropriately to the needs and feelings of others.

Suggested Developmental Experiences:

- Public hearings/media interactions/assisting in customer meetings
- Negotiation with other agencies/contractors
- Presentations at Conferences

Other:

Course Learning:

- Federal Budgetary Policy and Processes, OPM Management Development Center
- Leadership Assessment Program, OPM Management Development Center
- Conflict Theory and Practice, Graduate School, USDA
- Management Functions and Techniques, Graduate School, USDA
- Facilitator Training, Government and commercial vendors

Recommended Reading:

- *The Stanford Video Guide to Negotiating: The Sluggers Come Home*, Kantola Productions, 1997
- *Taking from 9 to 5: Women in the Workplace; Language Sex and Power*, Avon 1995
- *Executive Writing, Speaking, and Listening Skills*, American Management Association, 1983

Appendix E

**DESIRABLE KNOWLEDGES OF KEY ADMINISTRATIVE POLICIES,
PROGRAMS AND PROCEDURES**

- **Knowledge of Western's Legal Authorities**
 - Power Marketing Authorities
 - Fiscal and Budget Authorities
 - Human Resources and EEO Authorities
- **Knowledge of Human Resource Management Programs, Policies and Procedures**
 - Staffing/Recruitment
 - Pay Administration
 - Position Classification
 - Performance Management
 - Employee Benefits/Pensions
 - Employee/Labor Relations
 - Manpower Management
 - Federal Training & Development Programs
 - EEO & Diversity Programs
- **Knowledge of Government Contracting and Procurement Systems and Procedures**
 - Acquisition of Goods and Services
 - Negotiations and Administration of Contracts and Financial Assistance Instruments
 - Administration of Socioeconomic Programs
- **Knowledge of Information Management Programs, Policies and Procedures**
 - Development and deployment of software programs, database administration and computer environment management
 - Mainframe, client server, local-area and wide-area networks
 - Telecommunications services
 - Administration of workstation and office automation systems
 - Records and forms management
- **Knowledge of Real and Personal Property Management, Policies and Procedures**
- **Ability to deal successfully with members of congress, other Federal agencies, state and local governments, industry, the public and the media**
- **Knowledge of financial systems and procedures and generally accepted accounting principles**
 - Integrated Accounting Systems
 - Centralized Payment Processing
 - Financial and Accounting System Reviews
- **Knowledge of budget process to include budget formulation, budget presentation and execution**

- **Knowledge of Internal Control and Review Processes**
 - IG/GAO Liaison
- **Knowledge of Western's Safeguards & Security Programs**
- **Knowledge of Federal Employees Occupational Safety and Health Programs, Policies and Procedures**

Appendix F

SUGGESTED TRAINING COURSES**Accelerating Team Development, Graduate School, USDA**

Overview: This course will show you how to help your team realize its full potential, build trust and cooperation among team members, and conduct team business smoothly and efficiently. You will learn evaluating your current level of team effectiveness, developing specific goals to improve your team, critical steps to becoming a high-performing team, changing dysfunctional team behavior, improving your team's operating procedures, using high-quality/high-commitment decision making approaches, and anticipating obstacles and developing proactive strategies to overcome them.

Leadership Competencies: Conflict Management, Continual Learning, Flexibility, Interpersonal Skills, Partnering, Problem Solving, Resilience, Service Motivation, Team-Building.

Length and Cost: 2 days; \$350

Advanced Management Seminar, Graduate School, USDA

Overview: In this seminar, you will benefit by applying advanced concepts of planning and communicating to your organization and work, use a tested systems approach for handling complex problems, and implement superior data analysis methods to make better decisions. You will learn the implications of behavioral science for management, apply complex planning and communications models, use advanced problem-solving processes, systems analysis, means-end analysis, criteria charting, and developing effective managerial strategies for complex environments.

Leadership Competencies: Accountability, Conflict Management, Continual Learning, Cultural Awareness, Decisiveness, External Awareness, Entrepreneurship, Flexibility, Influencing/Negotiating, Interpersonal Skills, Political Savvy, Problem Solving, Vision.

Length and Cost: 5 days; \$695

Alternative Dispute Resolution, Office of Personnel Management (OPM) Management Development Center

Overview: Many organizations today are emphasizing the use of consensual methods of dispute resolution. Alternative dispute resolution (ADR) describes a variety of processes used to resolve disputes instead of litigation and more common administrative procedures. This introductory seminar examines the major ADR techniques and current dispute applications.

Leadership Competencies: Influencing/Negotiating, Creativity/Innovation, Oral Communication, Conflict Management, Interpersonal Skills.

Length and Cost: 1 week; \$2,000

Benchmarking for Government Organizations, Graduate School, USDA

Overview: This course will show you how to assess your organization's readiness for benchmarking, apply benchmarking practices in your organization, learn techniques for making benchmarking a successful experience, and optimize opportunities for sustained performance improvement. You will also learn how to identify, adapt and implement best practices of other organizations, sources for obtaining data on benchmarking and best practices, key benchmarking tools, managing the benchmarking process, and how to use benchmarking as a tool of change management.

Leadership Competencies: Continual Learning, Creativity/Innovation, Customer Service, Human Resource Management, Influencing/Negotiating, Partnering, Problem Solving, Strategic Thinking, Technical Credibility.

Length and Cost: 2 days; \$395

Best Practices in DOE Project Management, Atlantic Management Center (AMCI)

Overview: This 40-hour course is an introduction designed for the more experienced DOE project manager who requires a quick refresher of project life-cycle phases and DOE's current policies and trends for managing them. This course provides instruction in the DOE Project Management System, and gives an overview of a DOE project manager's responsibilities for managing project initiation, planning, execution, transition, and closeout. Documentation and administrative responsibilities are also covered.

Leadership Competencies: Customer Service, Creativity/Innovation, Decisiveness, Entrepreneurship, Flexibility, Integrity/Honesty, Interpersonal Skills, Oral Communication, Problem Solving, Program/Project Management, Strategic Thinking, Team-Building, Technical Credibility, Vision.

Length and Cost: 1 week; \$0

Conflict Across Cultures, Graduate School, USDA

Overview: This course will show you how to appropriately handle conflict caused by cultural misinterpretation, heighten your awareness of how culture and gender issues impact office relationships, gain the skills and knowledge you need to resolve problems that arise from "culture clash," and work effectively in the international arena. You will also learn techniques to prevent cultural misunderstandings, how EEO regulations and the use of mediation can be applied to disputes, handling conflict based on gender issues, valuable case studies illustrating how to resolve cultural disputes, and applying a broader definition of culture to the workplace.

Leadership Competencies: Conflict Management, Continual Learning, Creativity/Innovation, Cultural Awareness, Decisiveness, Flexibility, Influencing/Negotiating, Interpersonal Skills, Problem Solving, Resilience, Team-Building.

Length and Cost: 2 days; \$325

Conflict Theory and Practice, Graduate School, USDA

Overview: This course will sharpen your personal skills at resolving conflict, resolve conflict cost effectively and equitably, lead your employees to act in the best interest of the whole organization, and develop win/win solutions for your organization. You will learn key aspects of conflict theory, what causes conflict to escalate, and how to create a work environment that promotes harmony.

Leadership Competencies: Conflict Management, Creativity/Innovation, Cultural Awareness, Flexibility, Influencing/Negotiating, Interpersonal Skills, Oral Communication, Political Savvy, Problem Solving, Resilience, Team-Building.

Length and Cost: 2 days; \$325

Creating the Learning Organization, Graduate School, USDA

Overview: This course will show you how to create a staff of learners who achieve superior performance, improve your organizational effectiveness, develop an atmosphere that encourages innovation and commitment, formulate action plans to achieve knowledge sharing and collective thinking, and learn – and apply what you learn – faster than your competition. You will also learn the important link between learning and change, how to use "team-learning" to yield results much greater than individual efforts, ways to expand your personal capacity, how major work processes or systems behave and are shaped, and ways to build an organization that continually focuses on expanding its knowledge and enhancing performance.

Leadership Competencies: Accountability, Continual Learning, Decisiveness, Flexibility, Human Resource Management, Interpersonal Skills, Partnering, Political Savvy, Problem Solving, Resilience, Service Motivation, Strategic Thinking, Technical Credibility, Vision.

Length and Cost: 2 days; \$325

Developing Customer-Focused Organizations, OPM Management Development Center

Overview: One of the most dramatic impacts of current government reform has been to move agencies toward being more responsive to customers. This impact has been profound, and will continue to be so in the future. Agency success and viability will be based in large part on customer satisfaction. Successful government leaders must know how to develop and lead customer driven organizations. This course provides public sector managers with the knowledge and skills necessary to meet the governmental reform goal of providing customer service equal to the best in the business. Participation will leave this program with a road map to improve their organizational systems and customer service skills.

Leadership Competencies: Customer Service, External Awareness, Interpersonal Skills, Creativity/ Innovation, Flexibility, Strategic Thinking.

Length and Cost: 1 week; \$2,000

Developing High Performing Teams, OPM Management Development Center

Overview: This seminar incorporates the latest techniques, strategies, and methodologies available to public sector managers in the development of high performing teams. Transitioning from the role of manager to that of a leader of teams is examined in light of current administration initiatives. This seminar will examine the key elements necessary for teams to mature in their current organizational environment.

Leadership Competencies: Accountability, Customer Service, Influencing/Negotiating Team-Building, Problem Solving, Conflict Management, Human Resource Management, Decisiveness, Flexibility, Interpersonal Skills.

Length and Cost: 1 week, \$3,050

Dynamics of Public Policy, OPM Management Development Center

Overview: This seminar provides an understanding of the political, social, economic, and cultural environment in which United States public policy is initiated, developed, and implemented. Using the Constitution as a foundation, the seminar examines the major policy making institutions as well as the nongovernmental institutions and forces, whose dynamic interaction shapes public policy. Through informational background sessions and through a highly interactive, seminar-long public policy simulation exercise, participants acquire both background knowledge and practical experience in functioning in the public policy arena.

Leadership Competencies: Vision, External Awareness, Influencing/Negotiating, Decisiveness, Oral Communication, Problem Solving, Flexibility, Interpersonal Skills, Technical Credibility.

Length and Cost: 2 weeks; \$3,050

Enterprise Government Management, OPM Management Development Center

Overview: Although reimbursable (Defense Business Operations Fund, Revolving Fund, Industrial Fund or Working Capital Fund) and interagency cross-servicing operations are not new, the need to reinvent government and the Government Management Reform Act (GMRA) of 1994, have given new urgency to such efforts. Such fee-for-service enterprises are practical, cost-effective alternatives to downsizing and privatization. This program is the first of its kind to prepare government managers for the significantly different management environment in an enterprise government operation.

Leadership Competencies: Financial Management, Technical Credibility, Technology Management.

Length and Cost: 1 week; \$2,000

Environmental Policy Issues, OPM Management Development Center

Overview: This seminar provides a framework for understanding the political, scientific, social, and economic issues that shape environmental policy. Participants will examine from a policy perspective the Administration's environmental agenda, institutional policy roles, and the future direction of efforts to improve environmental quality.

Leadership Competencies: Vision, External Awareness, Influencing/Negotiating, Decisiveness, Creativity/Innovation, Customer Service, Problem Solving, Conflict Management, Technology Management, Flexibility, Technical Credibility.

Length and Cost: 2 weeks; \$3,050

Establishing and Evaluating Team Performance, Graduate School, USDA

Overview: This course will show you how to objectively assess your team's internal process, cost effectiveness, and actual results, use the "balanced scorecard system" to capture your team's accomplishments, recognize your team's achievements despite the constraints of existing performance management systems, design a team reward system that works, give your team a balanced strategic perspective, and enhance team learning and growth. You will learn the importance of evaluating your team's efforts, how to develop results-oriented objectives and measures, using the peer appraisal system to assess your team's performance, and building an effective motivation and reward system.

Leadership Competencies: Accountability, Continual Learning, Financial Management, Problem Solving, Service Motivation, Strategic Thinking, Vision.

Length and Cost: 2 days; \$395

Executive Development Seminar, OPM Management Development Center

Overview: This course focuses on the competencies needed for senior managers and leaders to succeed in today's continuously changing Federal environment. Special attention is given to identifying and meeting the often conflicting needs of internal and external stakeholders. This seminar meets the SES candidate development interagency requirements.

Leadership Competencies: External Awareness, Strategic Thinking, Vision, Integrity/Honesty, Accountability, Decisiveness, Financial Management, Oral Communication, Partnering, Political Savvy.

Length and Cost: 2 weeks; \$3,050

Executive Writing, Graduate School, USDA

Overview: This course will show you how to use proven techniques for high-impact executive writing, adapt your writing style and tone for specific audiences, achieve a win/win result when assigning writing to others, check out your writing for readability, and cut down on rewrites. You will also learn how to organize written material, prepare effective memorandums and letters, review and evaluate the writing of others, how to use organization patterns that enhance clarity and conciseness, and key grammatical principles.

Leadership Competencies: Continual Learning, Creativity/Innovation, Written Communication.

Length and Cost: 4 day; \$525

Federal Budgetary Policy & Process, OPM Management Development Center

Overview: The process for funding government programs has become extremely competitive in an environment with increasing political pressure on the overall Federal budget. Program managers and budget professionals need an up-to-date understanding of this new environment to successfully prepare and defend their budget requests. This seminar begins with an overview of the political, macroeconomic, and policy forces affecting the Federal budget, and then moves to an in-depth explanation of how to prepare a winning budget request. In the second week, seminar participants engage in an intensive simulation of the full budget process from initial preparation and defense to final Congressional action. The simulation provides unique opportunities to fully comprehend and apply the material presented earlier in the program. Current and former career and political executives with a wealth of experience in the Federal budget process are on hand during the simulation as advisors and consultants.

Leadership Competencies: Vision, External Awareness, Influencing/Negotiating, Decisiveness, Creativity/Innovation, Oral Communication, Written Communication, Team-Building, Problem Solving, Integrity/Honesty, Conflict Management, Financial Management, Flexibility, Interpersonal Skills, Technical Credibility.

Length and Cost: 2 weeks; \$3,050

Federal Human Resources Management, OPM Management Development Center

Overview: In the past several years, Federal Human Resources Management (HRM) Systems have changed dramatically. The Office of Personnel Management has eliminated the Federal Personnel Manual and other regulatory constraints, agencies have restructured their human resource functions and reduced their staffs. These events have resulted in greater decentralization of personnel management responsibility and changed the relationship between line managers and human resource professionals. This seminar provides an in-depth look at the new world of Federal human resources management and helps to promote clear understanding of the new flexibility and authority available to managers and of their new roles and relationships.

Leadership Competencies: Vision, External Awareness, Influencing/Negotiating, Continual Learning, Customer Service, Problem Solving, Management Controls/Integrity, Human Resource Management, Flexibility, Interpersonal Skills, Technical Credibility, Conflict Management, Creativity/Innovation, Decisiveness, Technology Management.

Length and Cost: 2 weeks; \$3,050

Government Performance & Results: Managing Your Organization to Outcomes and Results, OPM Management Development Center

Overview: This seminar assists Federal managers in implementing outcome management in their organizations consistent with the Government Performance and Results Act (GPRA) of 1993. The GPRA was introduced as a means of reforming managerial accountability and improving the effectiveness and efficiency of Federal programs. The Act requires agencies to develop strategic plans, annual performance plans, and methods of measuring program results. The seminar concentrates on these critical skills.

Leadership Competencies: Vision, External Awareness, Strategic Thinking, Accountability.

Length and Cost: 1 week; \$2,000

Improving Organizational Performance: Beyond GPRA, Graduate School, USDA

Overview: This intensive course is designed for individuals who want to create and implement a strategic measurement system that drives their organizations to better performance. This course will show you how to comply with the Government Performance and Results Act (GPRA), enhance accountability and individual commitment to the organizational mission, link performance measurement to your strategic plan's goals and objectives, establish measures that matter to your organization and its customers, test and validate new measures, and clarify your organization's effectiveness, commitment and use of effective controls. You will learn why effective performance measurement is critical in government today, the relationship between strategic goals and objectives and performance measurement systems under GPRA, how to develop a performance measurement system that meets GPRA requirements, how to obtain and use internal and external customer feedback to develop and validate performance measures, and best practices of other government organizations.

Leadership Competencies: Creativity/Innovation, Customer Service, Problem Solving, Service Motivation, Strategic Thinking, Technical Management, Vision

Length and Cost: 3 days; \$495

Leadership Assessment Program, OPM Management Development Center

Overview: The Leadership Assessment Program (LAP) is an intensive, 6-day program designed to meet the needs of individuals who wish to move into positions of leadership, or who are in the earliest stages of their management career. Participants will be assessed in several leadership dimensions to determine which competencies they need to develop to become successful managers. Through participation in an intensive assessment center process, attendees will receive individual feedback on their strengths and weaknesses from assessment specialists using simulations, numerous instruments, videotape observations, and personal assessment. Extensive use of multi-rater feedback, personality/temperament profiles, and skills assessment tools, guide participants as they create a plan for their personal leadership growth.

Leadership Competencies: Decisiveness, Creativity/Innovation, Oral Communication, Flexibility, Interpersonal Skills, Continual Learning, Conflict Management, Problem Solving, Written Communication.

Length and Cost: 1 week; \$4,250

Leadership: Change, Challenge and Empowerment, Graduate School, USDA

Overview: This course will enhance the performance of your teams and employees; create a vision for your organization, and build group effectiveness and cooperation. It will improve your ability to lead and create a leadership environment; and will improve your leading and coaching skills to better support and develop your employees. You will learn to value and capitalize on the differences and strengths of your employees, and will learn to create a work environment that empowers your employees.

Leadership Competencies: Conflict Management, Creativity and Innovation, Decisiveness, Partnering, Problem Solving, Resilience, Service Motivation, Strategic Thinking.

Length and Cost: 3 days; \$395

Management Assessment Program, OPM Management Development Center

Overview: The Management Assessment Program (MAP) is an intensive, 6-day program that allows experienced managers and executives to gain insight into their strengths and weaknesses. Participants will be evaluated in several management and personal competency areas. Individuals attending this program receive personalized feedback from several sources, including 360-degree multi-rater feedback instrumentation, lectures, exercises, assessment questionnaires, and individual feedback, the MAP will assist managers and executives in developing new strategies to improve their personal performance and have greater impact on organizational effectiveness and success. The MAP allows experienced managers to take the program again every 2 to 3 years to reassess their growth and development as senior managers.

Leadership Competencies: External Awareness, Influencing/Negotiating, Decisiveness, Creativity/Innovation, Flexibility, Interpersonal Skills, Continual Learning.

Length and Cost: 1 week; \$3,050

Management Decision Making and Problem Solving, Graduate School, USDA

Overview: This course will improve the quality and impact of your decisions, analyze and expand your decision making methods, identify on-the-job solutions for on-the-job problems, better evaluate the potential outcomes of various decisions, and resolve problems with confidence. You will learn why problem solving and decision making are so critical to every manager's success, practical strategies for reaching decisions, techniques to resolve problems more efficiently, a conceptual framework to enhance problem solving and decision making, and assessing and improving individual and team efforts at problem solving and decision making.

Leadership Competencies: Accountability, Continual Learning, Creativity/Innovation, Decisiveness, Influencing/Negotiating, Interpersonal Skills, Resilience, Strategic Thinking.

Length and Cost: 2 days; \$325

Management Development: Part I, Graduate School, USDA

Overview: This course will prepare high-potential people for key government positions, move from providing technical expertise to managing diverse organizational functions, effectively analyze situations and make strategic decisions with confidence, shift your focus from "doing the work" to "getting the work done", and reach sound managerial judgments despite ambiguity and competing interests. You will learn how to manage the time and priorities of work groups, use Federal human resource programs to support your organizational objectives, evaluate the financial implications of your decisions, influence organizational culture, allocate and manage resources in an era of government cost-cutting and downsizing, motivate organizational units and cope with the changing political realities of the public sector.

Leadership Competencies: Accountability, Conflict Management, Continual Learning, Creativity/Innovation, Cultural Awareness, External Awareness, Vision.

Length and Cost: 5 days; \$695

Management Development: Part II, Graduate School, USDA

Overview: This course will show you how to successfully manage organizational change, share experiences with other government managers and explore issues and problems you face daily, influence policy decisions, resource allocations and organizational initiatives, face ethical issues that challenge the authenticity and integrity of your organization, enhance trust and performance through an improved organizational communication approach, and prepare for the future through effective succession planning. You will learn how to identify and meet key customer needs, develop and implement organizational communication plan, integrate technology budget and human resource considerations into management decisions, strategies for dealing with the conflicting demands of the public's interest, political oversight and organizational resources, and design and implement succession planning systems.

Leadership Competencies: Accountability, Conflict Management, Creativity/Innovation, Customer Service, External Awareness, Financial Management, Human Resource Management, Political Savvy.

Length and Cost: 5 days; \$695

Management Functions and Techniques, Graduate School, USDA

Overview: This course will show you how to move your organization from the doldrums into action and results, and build a work environment that helps employees succeed. You will learn how to make maximum use of the resources available to you, proven strategies for organizing and directing the activities of your group, how to balance competing demands and interests to fulfill your unit's mission, techniques for shifting priorities and resources for maximum results, and responding to your customers.

Leadership Competencies: Conflict Management, Cultural Awareness, Customer Service, Flexibility, Human Resource Management, Influencing/Negotiating, Integrity/Honesty, Interpersonal Skills, Oral Communication, Partnering, Resilience, Service Motivation.

Length and Cost: 3 days; \$395

Management of Information Technology, OPM Management Development Center

Overview: This program is designed to assist Federal managers in meeting the challenges resulting from unprecedented increases in the development and use of various information technologies. Managers will learn how to assess their organization's information technology needs and reconcile them with budgetary and human resource realities. Participants will also be given the opportunity to improve their decision making capabilities using selected and appropriate information technologies. Information such as course syllabi/class schedule, reading assignments, and other materials related to the course may be provided electronically, where capabilities exist. This course will be of particular value to those managers who have responsibilities for implementing selected provisions of the Information Technology Management Reform Act of 1996 and Executive Order 13011.

Leadership Competencies: Strategic Thinking, Customer Service, Decisiveness, Problem Solving, Technical Credibility, Financial Management, Technology Management, Accountability.

Length and Cost: 1 week; \$2,000

Managing Conflict in an Environment of Change, Graduate School, USDA

Overview: This course will show you how to be prepared for disputes that can arise during times of change, enhance your team's cohesion and productivity despite rapid change, and respond effectively to employees who are resisting change. You will also learn the key stages of change, anticipating conflicts that frequently occur during uncertain times, techniques for encouraging group cooperation, and using conflict management skills to help employees through stressful change.

Leadership Competencies: Conflict Management, Continual Learning, Creativity/Innovation, Cultural Awareness, Decisiveness, Flexibility, Influencing/Negotiating, Integrity/Honesty, Interpersonal Skills, Oral Communication, Partnering, Political Savvy, Problem Solving, Resilience, Strategic Thinking, Team-Building.

Length and Cost: 2 days; \$325

Managing Multi-Party Disputes, Graduate School, USDA

Overview: This course will show you how to enable disputing parties to find common ground, implement proven techniques for dealing with seemingly intractable disputes, and effectively manage input from several parties representing multiple interests. You will also learn how the "reg-neg" process works, using a participatory process to gain public input into Federal rulemaking, essential facilitation techniques, and how to manage stakeholders with varying interest.

Leadership Competencies: Conflict Management, Continual Learning, Creativity/Innovation, Cultural Awareness, Flexibility, Influencing/Negotiating, Interpersonal Skills, Oral Communication, Problem Solving, Technical Credibility.

Length and Cost: 2 days; \$325

Managing Organizational Change, Graduate School, USDA

Overview: This course will identify the attitudinal and behavioral competencies that will support constructive change in your organization, interpret change in the framework of contemporary change models, help others overcome resistance to change, and recognize how you typically respond to change. You will learn the dynamics, processes and opportunities of change and organizational renewal, and strategies to deal constructively with change.

Leadership Competencies: Conflict Management, Cultural Awareness, Influencing/Negotiating, Oral Communication, Problem Solving.

Length and Cost: 2 days; \$395

Managing Problem Behavior, Graduate School, USDA

Overview: This course will show you how to recognize, and eliminate, the incentives for uncooperative or disruptive behavior, prevent disruptive behavior from spreading, and gain the respect and confidence of others. You will learn effective strategies for handling difficult employees, the purpose of the Employee Assistance Program, building positive relationships, pinpointing causes of disruption, and discouraging problem behavior.

Leadership Competencies: Conflict Management, Cultural Awareness, Decisiveness, Flexibility, Human Resource Management, Influencing/Negotiating, Integrity/Honesty, Interpersonal Skills, Problem Solving, Team-Building.

Length and Cost: 2 days; \$325

Managing Project Teams, OPM Management Development Center

Overview: Government reform with its downsized and flattened organizations has created the need for new ways to manage the public sector. The growth of team-oriented workplaces and vastly increased spans of control has created new managerial challenges involving the control of work in organizations. The ability to influence others over whom one has no direct control, and to assure that work is done on time, on budget, and satisfies the customer has become increasingly critical. Leading organizations are successfully dealing with these challenges utilizing project management skills and processes. This seminar provides team leaders and members with project management and team leadership skills which will enable them to plan, organize, lead and control work in today's changing work climate.

Leadership Competencies: Accountability, Conflict Management, Decisiveness, Flexibility, Interpersonal Skills, Team-Building, Problem Solving, Influencing/Negotiating.

Length and Cost: 1 week; \$2,000

Managing the Customer Satisfaction Process, Graduate School, USDA

Overview: This course will show you how to prevent problems that could cost you customers, understand the needs and expectations of your customers, and develop a customer-driven service strategy at your organization. This course will also show you how to improve your customer service culture, the benefits of identifying your customers, measuring and tracking their satisfaction, strategies to empower employees to provide better customer service, and how to use positive reinforcement to recognize and reward improved customer service.

Leadership Competencies: Accountability, Conflict Management, Continual Learning, Creativity/Innovation, Cultural Awareness, Decisiveness, Flexibility, Political Savvy, Technical Credibility, Technical Management, Vision.

Length and Cost: 2 days; \$295

Mediation Skills, Graduate School, USDA

Overview: This course will show you how to understand alternative dispute resolution philosophies and techniques, distinguish among positions, issues and personal interest, prevent problems that will damage employee morale and performance, build a work environment that helps employees succeed, and apply mediation techniques for developing workable solutions to conflict situations. You will also learn sources of conflict in the workplace, what mediation is, how mediation is effectively used in the Federal sector, mediation concepts and terminology, advanced communication techniques, and the skills necessary to become an effective mediator.

Leadership Competencies: Conflict Management, Continual Learning, Flexibility, Interpersonal Skills, Oral Communication, Problem Solving, Technical Credibility.

Length and Cost: 4 days; \$525

Negotiating Techniques, Graduate School, USDA

Overview: This course will show you how to use proven strategies to improve your work relationships and sell your ideas to others, work confidently with contractor, supervisors and colleagues to resolve issues, and formulate win/win solutions that benefit all parties. You will learn how to apply the no-fault negotiation formula, how to use multiple negotiating strategies, assess the conflict management styles of others, techniques for framing and reframing issues, distinguishing between negotiation, mediation and arbitration, apply interest-based negotiating methods, and the role of truth-telling and empathy in negotiation.

Leadership Competencies: Conflict Management, Continual Learning, Creativity/Innovation, Cultural Awareness, Decisiveness, Flexibility, Influencing/Negotiating, Integrity/Honesty, Interpersonal Skills, Oral Communication, Partnering, Problem Solving, Resilience, Team-Building.

Length and Cost: 2 days; \$325

Project Execution, Atlantic Management Center (AMCI)

Overview: This is a skills-based training course on how to manage the execution of projects according to the DOE Project Management System. The course teaches skills necessary for successfully managing engineering and design, construction (including conducting remedial actions for environment restoration projects), customer acceptance, and project closeouts.

Leadership Competencies: Customer Service, Problem Solving, Program/Project Management.

Length and Cost: 1 week; \$0

Project Planning at DOE, Atlantic Management Center (AMCI)

Overview: This course provides hands-on skills training in how to plan a project, complete conceptual design for it, and develop a plan for executing that project. The course teaches skills necessary for planning projects under DOE's Project Management System. Taking a systems engineering approach to project planning, the course emphasizes the development of project scope through clear, up-front project definition.

Leadership Competencies: Accountability, Customer Service, Conflict Management, Decisiveness, Flexibility, Problem Solving, Program/Project Management, Team-Building.

Length and Cost: 1 week; \$0

Project Risk Analysis & Management for DOE Project/Program Managers, Atlantic Management Center (AMCI)

Overview: The purpose of this course is to define project risk, perform a project risk analysis, determine appropriate risk management and mitigation strategies and determine appropriate cost and schedule contingencies for identified risks. Also describe risk allocation and select appropriate management and control tools for effective risk management and manage risk during project execution and ensure that plans and resources are adequate to complete the project.

Leadership Competencies: Customer Service, Decisiveness, Entrepreneurship, Financial Management, Human Resource Management, Problem Solving, Program/Project Management, Team-Building, Technical Credibility, Technology Management.

Length and Cost: 4 days; \$0

Reengineering in the Public Sector, Graduate School, USDA

Overview: This course will show you how to gain the skills and knowledge you need to successfully apply reengineering tools in your agency, understand process reengineering and how to apply it in the Federal government and your agency, and learn proven techniques for changing work processes, workflows, organizational structures, jobs and results evaluation. You will learn key environmental factors driving reengineering in the Federal government, relating reengineering to effective management and reinvention, assessing your workplace and challenging assumptions, strategies for implementing newly redesigned processes, barriers to reengineering and how to deal with them, and additional resources to help you achieve a reengineering effort.

Leadership Competencies: Accountability, Continual Learning, Cultural Awareness, Financial Management, Integrity/Honesty, Political Savvy, Resilience, Service Motivation, Strategic Thinking, Technical Credibility.

Length and Cost: 2 days; \$495

Strategic Planning: GPRA and NPR-Based, Graduate School, USDA

Overview: This course will show you how to institutionalize customer service, employee involvement and quality measurement as part of your organization's mission and goals, transform spending decisions, oversight roles and policy making from reactive to results-oriented efforts, and set strategic, realistic and measurable goals for your organization's future performance. You will also learn the theory and principles behind key GPRA tools: mission statements, strategic plans and performance measurement, GPRA's consequences for Federal management, the significance of your customers and stakeholders, practical tips for goal-setting, creating and implementing action plans, developing milestones and evaluating progress, and preparing strategic planning briefings.

Leadership Competencies: Accountability, Continual Learning, External Awareness, Financial Management, Integrity/Honesty, Political Savvy, Resilience, Strategic Thinking.

Length and Cost: 3 days; \$495

Strategies for Building High Performing Organizations, OPM Management Development Center

Overview: Participants in this seminar will examine a variety of strategies and interventions for creating effective structures and processes to achieve organizational excellence. The seminar curriculum will also include contextual material on the current Federal forces for changes (the Blair House Papers, National Partnership for Reinvention, the Performance Based Organizations Initiative, and other administration actions to balance the budget), as well as lessons learned from the private sector including the Malcolm Baldrige criteria for evaluating progress toward organizational excellence.

Leadership Competencies: External Awareness, Strategic Thinking, Vision, Influencing/Negotiating, Creativity/Innovation, Partnering, Entrepreneurship, Service Motivation.

Length and Cost: 2 weeks; \$3,050

Systemic Approach to Design and Evaluation, Graduate School, USDA

Overview: This course will show you an organizational developmental approach to managing conflict, expand your knowledge of dealing with disputes, be a catalyst for implementing a system-wide effort to solve problems, and understand how to involve employees in designing a conflict management system. You will also learn how to apply organizational development practices to handle organizational conflict, assess the way an organization manages conflict, use a participatory approach by involving employee stakeholders in the process, select the appropriate approach to settling a conflict, and implementing and evaluating a pilot program.

Leadership Competencies: Conflict Management, Continual Learning, Creativity/Innovation, Cultural Awareness, Decisiveness, Flexibility, Influencing/Negotiating, Political Savvy, Problem Solving, Strategic Thinking, Vision.

Length and Cost: 2 days; \$325

Thriving in the Workplace: A Personal Development Workshop, Graduate School, USDA

Overview: This course will show you how to gain insight into your own personality and those of others, recognize the personal changes you may need to make to improve your effectiveness at work and in your emotional life in general, and learn how to harness your motivation and energy in constructive ways and help others to do likewise, especially those you work with in teams. You will also learn a systematic way of understanding personality, how to be well-balanced and cope with change, how to improve your "emotional intelligence," how to be less stressed and more creative at work, how to gain more satisfaction from your work, and how to bring out the best in other people.

Leadership Competencies: Continual Learning, Financial Management, Influencing/Negotiating, Interpersonal Skills, Resilience.

Length and Cost: 1 day; \$225

Understanding Human Behavior, Graduate School, USDA

Overview: This course will show you how to improve your understanding of human behavior, improve your personal and professional effectiveness in your organizational setting, identify behaviors associated with various organizational and personal settings, adopt guidelines for introducing change, identify and develop coping responses to the stress within your organization, and understand the behavior problems that require skilled intervention. You will also learn how values and other factors influence our perceptions of other people, identifying the stages that groups go through in their development, recognizing the roles that typically emerge in groups, methods to build support within your organization, values as products of the environment, and “attitudes of possibility.”

Leadership Competencies: Conflict Management, Flexibility, Influencing/Negotiating, Interpersonal Skills, Oral Communication.

Length and Cost: 3 days, \$425